



**U.S. AIR FORCE**

# Policy Letter

## Digest

Policy, News and Issues from Headquarters U.S. Air Force

July 2002

### **Selected demobilization begins for Reserve components**

Air Force officials announced June 17 that a planned demobilization of reserve component forces would be limited in scope, affecting only selected groups of people across the service.

Air Force Chief of Staff Gen. John P. Jumper said Air Force officials are formulating a plan to determine the right mix of active-duty, Reserve and Guard forces.

“Our mobilized guardsmen and reservists want to know when to expect demobilization,” he said. “The deputy chief of staff for air and space operations is coordinating an effort to evaluate our mission needs and determine which Air Force specialties can be demobilized as soon as possible. At the same time, we are evaluating where, when, and how to shift from a crisis response mode — with heavy reliance on mobilized Guard and Reserve — to our ‘new steady state,’ which would utilize volunteer guardsmen and reservists to help meet our mission taskings.”

“We need these results to determine our long-term requirements for our mobilized members and how long to continue Stop-Loss for those in our most stressed skills.”

More than 30,700 Air Force Reserve and Air National Guard men and women were called to duty following the Sept. 11 terrorist attacks. Another 7,900 Air National Guard and Air Force Reserve volunteers are serving on active duty.

Most of those will remain for the duration of their activation orders, said Michael L. Dominguez, assistant secretary of the Air Force for manpower and reserve affairs.

“Many will serve until the expiration of the period of mobilization specified in their activation orders,” Mr. Dominguez said, “unless that period of mobilization is extended by the secretary of the Air Force. When the

command that issued the original mobilization determines that the specified forces are no longer required to perform the mission for which they were mobilized, they will be demobilized.”

Other situations, such as involving a rotational plan agreed to by the affected active-duty and reserve component commands, will also likely result in demobilization, Mr. Dominguez said. Other guidelines apply for those Reserve and Guard people who were ordered to active duty following the terrorist attacks.

“Under certain circumstances,” Mr. Dominguez said, “individual reserve component members ordered to active duty may be deactivated and discharged, or returned to reserve component control without the necessity of SECAF-level approval.”

Those circumstances include discharge for cause (for conduct or performance problems), medical reasons or personal hardship, when the needs of the Air Force will allow it.

Other circumstances include deactivation when the person is determined to be unqualified for medical reasons, when he or she is experiencing an unexpected temporary hardship, or when they are deemed unqualified because of a lack of prescribed training.

The procedures for deactivating those men and women who have volunteered and been accepted to remain on extended active duty differ slightly, Mr. Dominguez said.

“They will be deactivated on the day before the date of entry on extended active duty,” he said.

Mr. Dominguez added that the responsibility for a suitable transition

time for those who demobilize rests with commanders.

“Commanders will ensure that members who are deactivated or discharged are allowed adequate time to complete necessary travel and complete medical evaluation, if required,” he

said. “They will also be allowed time to use any accrued leave, if they desire.”

Wing- and base-level military personnel flights have more information on the demobilization of Air Force reserve component people.

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## **SECAF reflects on war on terrorism**

“In the first eight months of our war on terrorism,” Air Force Secretary James G. Roche said, “we flew more than 35,000 sorties, employing 78 percent of the total munitions used and damaging or destroying nearly three-quarters of the coalition targets.

“Our tanker force flew more than 10,000 refueling missions, supporting aircraft from all services.

“Our intelligence, surveillance and reconnaissance assets, manned and unmanned, have flown more than 2,000 missions and, when combined with our indispensable space systems, delivered unprecedented battlefield awareness as well as a vision of the exciting

future in this evolving mission area.

“Our heavy-lifters (cargo aircraft) delivered more than 2.5 million humanitarian daily rations to the people of Afghanistan. Our combat support units have occupied, established or rebuilt bases throughout Southwest and Central Asia.

“And we accomplished all this despite the challenge of waging a combined campaign in a landlocked nation.

“While we’ve achieved many of our objectives, there remains much work to be done. Most important, we need to prepare and resolve ourselves to see this through to the finish, regardless of where the fight takes us.”

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## **Acquisition system changes to reality-based expectations**

Marvin R. Sambur, assistant secretary of the Air Force for acquisition, has announced a new policy that has two overarching objectives: shortening the acquisition cycle time and gaining credibility within and outside the acquisition community.

He said, “every action and decision by individuals responsible for program execution must map directly to, and further these two primary objectives. Members at all levels of the acquisition workforce are expected to seek innovative ways to achieve these objectives.

“This must be accomplished through teamwork, trust, common sense and agility. The intent is to give those accountable for program execution maximum flexibility.

“The primary mission of our acquisition system is to rapidly deliver to the warfighters affordable, sustainable capability that meets their expectations. Success in meeting our objective requires a shift from avoiding risk to managing it, and sometimes, simply accepting it.

“Taking risks will sometimes produce failure. That is acceptable as long as those

in the execution chain understood the risks and we learn from the failure.”

“Speed is important. Every key decision must have an operational sense of urgency. Credibility is essential. We must create and maintain realistic expectations. Program managers must continually manage expectations so that senior acquisition and warfighter leadership are never surprised by sudden cost growth, performance shortfalls or schedule slippages.

“Teaming among warfighters, developers and acquirers, technologists, testers, budgeters and sustainers must begin when the requirements are being defined, not after. Program managers through the milestone decision authorities are responsible for making decisions and leading implementation of programs, and are accountable for results.

“Staffs at all levels exist to advise the MDA and program managers and assist them with their responsibilities. Those not accountable for program outcome are expected to provide objective inputs to the program decision process, but do not have decision-making authority.

## Roche talks about strategic challenges

“The success of an acquisition program hinges on up-front, collaborative and concurrent planning by the MDA, technologists, developers and acquirers,

sustainers, budgeters, warfighters and testers. The goal is to establish at the outset of the program mutual, realistic expectations for content delivered, schedule of delivery and cost.”

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“The Air Force of 2015 is already starting to take shape. I’ve worked with my colleagues to adjust our strategic parameters, our systems and our investment priorities to fit the security environment while continuing to heighten our capabilities for future operations,” said Secretary Roche.

“I believe we’re making progress. The Air Force’s business is Global Reconnaissance and Strike. One of our immediate challenges is providing persistent intelligence, surveillance, and reconnaissance (ISR) in real-time, all weather, 24-hours a day, seven-days a week, for up to a year, over areas of interest — with the appropriate mix of manned, unmanned and space assets.

“We are striving to move from ‘time-sensitive’ or ‘time-critical’ targeting to an era of essentially ‘instantaneous attack.’ That is, being able to find, fix, track, target, engage and assess—a.k.a., the ‘kill chain’—any target or create a desired effect, anywhere in the world, within hours or minutes, as needed. America can take great pride in how far its air forces have progressed toward this goal of identifying, assessing and acting upon an objective in minutes.

“For example, in Afghanistan we linked various platforms such as the Global Hawk and Predator unmanned aerial vehicles, RC-135 Rivet Joint and U-2 reconnaissance aircraft, E-8C Joint STARS radar aircraft, U.S. and coalition AWACS (airborne warning and control system), Navy P-3s, and space assets.

“This allowed us to resolve ambiguities of target location and identification in short order. We also advanced on-scene surveillance and targeting by getting streaming video from our reconnaissance platforms directly into our AC-130 gunships used in brand new ways. This gave the crews a targeting picture with absolute fidelity. To be sure, we have a lot more work to do in the ‘kill chain’ development. But we are on track to ultimately integrate our manned, unmanned

and space systems while also expanding machine level, digital conversations.

“As General Jumper often states, the sum of the wisdom of this integration is crosshairs over a target. This is not merely for destruction. Many times the desired effect will be a photo, or perhaps a precise humanitarian air drop.

“Of course, when the effect you require is destruction, it is critical to have the most intelligent munitions available—that’s not only choosing the best ones for the job, but also having bombs with the ‘smarts’ to help you with the strike.

“Toward that end, we have made tremendous strides. Whereas it took thousands of sorties in World War II to hit a single target, by the Gulf War it required only one or two missions. The development of stealth technology had a huge impact on this.

“However the advancement of precision munitions—commonly referred to as ‘smart bombs’—is the primary source for such a dramatic reduction of numbers of attacking aircraft with a commensurate increase in accuracy.

“Since the Gulf, we have moved into the logical next iteration—precise weapons fired from a distance. Our Joint Direct Attack Munitions, or JDAMs, have allowed us to use a single aircraft, loaded with multiple JDAMs each aimed at a different target, with deadly accuracy.

“In the near future, we will have smaller munitions for even more discrete targeting in numbers nearly tenfold our JDAM loads. And, we will have stealthy and deadly stand-off weapons which will re-energize the effectiveness of some of our non-stealthy aircraft.

“Added to the ISR enhancements and advanced precision munitions in Afghanistan have been the spectacular performances of our special operators on the ground. Let me be clear—it comes as no surprise that these highly trained folks are performing so well. What is astounding is the way their levels of

innovation, adaptation and down right cunning have multiplied the effectiveness of our surveillance and strikes from the air.

“Airmen on the ground directing airmen above is proving a most remarkable interaction. In fact, what we are experiencing in

Afghanistan is likely the first stage of new concepts of operation. The combination of emerging technologies and the intrepid actions of airmen and soldiers on the ground may well lead to an entirely new way of conducting joint or combined operations in the future”

**Commentary:  
AEF — It  
won't work  
if you're not  
ready**

*By Maj. Gen.  
Timothy A. Peppe  
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the chief of staff for  
Air and Space  
Expeditionary  
Forces*

You've heard it said many times — our Air Force is expeditionary. What does this mean? Quite simply, that the Air Force is organized and prepared for military operations abroad, and that everyone of us is a warrior and should be ready to go anywhere on the planet to fight our nation's battles.

While the great majority of our people are ready, we continue to see a large number of personnel reporting for duty in an area of responsibility without all prerequisites accomplished.

All of us — officer, enlisted and civilian; active duty, Reserve and Guard — must take ownership of our expeditionary culture. While the Air and Space Expeditionary Force concept ensures the Air Force is capable of providing rapidly responsive, need-specific, aerospace power, prepared to conduct military operations across the full spectrum of combat, it simply won't work if we aren't ready.

Being ready to deploy means a lot of things. I like to break them down into three areas — being trained, staying healthy and taking care of your family. If you take care of these three, our Air Force will always win.

First are the obvious preparations — the ones that train you to fight. These include chemical warfare defense training, weapons qualification, self-aid and buddy care, a law of armed conflict review and anti-terrorism training, to name just a few.

The local readiness unit will tell you what training you need for your particular deployment.

Readiness also means staying healthy. Are your immunization records complete? Are you exercising several times a week? Are you eating a nutritious and balanced diet? Are you limiting your tobacco and alcohol use? The Air Force mission is to defend the United States and protect its

interests through aerospace power. We can't do that if you're not healthy.

Finally, there's the third category of preparations, the ones that are sometimes less obvious but no less important — taking care of your family. This means a lot of things. It means talking to your spouse and kids to make sure they are mentally prepared for you to leave. It also means making sure your will is up to date; that your family's identification cards are current; and that the Department of Defense sticker on the family car is valid. It's up to you to make sure these, and all the other little details your family is counting on, are taken care of before you step on that plane.

While readiness is a personal responsibility, commanders, first sergeants and supervisors play a vital role. If you're one of these people, you should ask yourself some questions. Do your people know what AEF they are assigned to? Have you made sure they are trained and ready? Is their equipment ready? If you answered no to any of these questions, you need to get to work, and get to work now.

Lastly, the major command vice commanders are meeting on a bi-monthly basis to review ongoing operational demands, efforts to increase the number of eligible airman to deploy and review rotation cycles. The Air Staff is aware and concerned about the increased operational tempo and is committed to keeping predictability and stability in the lives of our airmen and their families.

Our Air Force has always done extraordinary things, and our expeditionary approach to warfighting has only enhanced our ability to succeed. The AEF will surely carry us through this century, but only if we take it upon ourselves to make it work by being prepared.

## **Academy revises curriculum**

The finishing touches on curriculum revisions aimed at producing more scientists and engineers are taking place at the U. S. Air Force Academy.

Lt. Gen. John Dallager, Academy superintendent, said the result will be a better-balanced, more inter-disciplinary curriculum that will enhance the technical literacy of all academy graduates.

The changes will reduce each cadet's class workload anywhere from three to 11 semester hours (down to 148 to 150 hours for the four-year academy stay), and modify course offerings to encourage scientific and engineering majors. The exact number of hours depends on each individual cadet's academic major.

The general explained, "Eighty percent of applicants are interested in a technical

degree but by the time they graduate, given the competing demands of military training, many of them change their major."

"The nationwide shortage of science and engineering talent affects the Air Force and the Air Force Academy in the sense that we have to compete for 'blue-suit' instructors in these areas. Given the operational Air Force's requirements for people in the S&E area, we'll almost certainly have to hire additional civilian professors to teach," said General Dallager.

"While they are outstanding teachers, what they cannot offer to the degree uniformed instructors can is the mentorship that comes from being in front of a class in uniform, bringing past military experiences to bear on classroom instruction. You teach subject matter by what you say, but inspire professionalism by what you are," he said.

## **Ralston explains Defense Capabilities Initiatives and NATO**

"In 1999, the member-nation heads of state recognized that NATO needed to focus on improved capabilities," said Air Force Gen. Joseph R. Ralston, combatant commander, U.S. European Command. "The Defense Capabilities Initiative was given impetus by the ongoing allied operations in Yugoslavia. Similarly, the events of the last year compelled a renewed focus on interoperable defense capabilities, as several members of the Alliance went to war in Afghanistan. Following the events of Sept. 11, the Alliance clearly recognizes the need to adapt to deal with 21st century threats. NATO has seen what unarmed airliners can do to a city, and none of the NATO member-nations want to see what weapons of mass destruction in the hands of transnational terrorists can do.

"Therefore, it is urgent that the Alliance develops ways to better defend against these weapons and their means of delivery. The best defense is sometimes a good offense, and members have agreed to develop their lift capabilities to get forces to wherever they are needed and sustain them for as long as they are needed. These forces must be able to communicate easily yet securely with one another. And crucially, these forces must be effective, which means they must have adequate stocks of precision-guided munitions.

Precision-guided munitions have made it possible for a few aircraft to accomplish the destructive effect of an entire squadron of World War II bombers with substantially less losses, less collateral damage and less logistics. Finally, air defenses are a real threat. Allied aircraft must be able to suppress them to accomplish that precise destructive effect with minimal losses. In summary, NATO should renew their efforts to focus within DCI on missile defense, chemical-biological defense, strategic and operational lift and mobility, command, control and communications systems, precision-guided munitions and suppression of enemy air defenses.

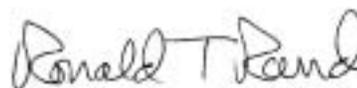
"A critical linkage exists between capability and interoperability. The United States would like allies to be able to operate alongside its forces. To do so, they need the capabilities enumerated above, and this is the main thrust of DCI. But these alone are not sufficient. Interoperability is also needed. Interoperability allows those forces to exchange services, like communications and navigation signals, data, fuel and weapons. It also allows them to have a common understanding of tactics, techniques and procedures. Interoperability increases the effectiveness of a multinational force on the

battlefield, and is the fruit of long years of effort establishing common technical and doctrinal (and linguistic) standards within NATO. Interoperability is not glamorous, and it is not tangible, like a C-17 or missiles, yet it is the glue that makes several national forces able to operate in a coherent way — and it is relatively inexpensive. In an era of flat European defense budgets, this bears mentioning.

“There has been some mention of asking allies to specialize in capabilities the Alliance needs. For example, NATO has abundant fighter and attack aircraft, but limited airlifters. While NATO as a whole should increase its airlift capacity that does not mean that each nation should buy airlifters. It is not cost-

effective for smaller nations to buy limited numbers of airlifters because they must also purchase the associated overhead at disproportional additional expense. Finally, some nations have already specialized in certain areas and established themselves as world-class experts, and it makes sense to build upon these accomplishments. The challenge lies in convincing a sovereign nation that its security is better served by not having the full spectrum of capabilities, since its options could be limited.

Nations would need assurances that the capabilities they agreed to forego would be made available to them in case of need. This adds new relevance to the fundamental Article 5 commitment to collective defense.”



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### ***QUOTABLE QUOTE***

*“We have to recognize that those states that are harboring terrorists – and facilitating and encouraging them – are problems for us equal to the terrorist network problem.”*

Donald Rumsfeld, secretary of defense

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